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*To ensure access to high-quality,  
patient-centered, cost-effective  
health care to Los Angeles County  
residents through direct services at  
DHS facilities and through  
collaboration with community and  
university partners.*



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March 3, 2014

TO: Each Supervisor

FROM:  Mitchell H. Katz, M.D.  
Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF  
PROGRESS, HOSPITAL OPERATIONS, AND OTHER  
ISSUES RELATED TO THE TRANSITION TO THE NEW  
LAC+USC MEDICAL CENTER – PROGRESS REPORT #97**

This is to provide your Board with the monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of January 2014.

**Census Trending** (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of January was 553 out of 676 licensed beds, an estimated 80% utilization rate (82% occupancy). The census for Medical/Surgical units was an estimated 90% utilization rate (92% occupancy) for January 2014.

**Emergency Department (ED) Indicators**

The attachment demonstrates an increase in the average daily census (ADC), ED wait times, the rate of patients who left without being seen (LWBS), and number of patients transferred out in comparison to December 2013. The ED boarding times for this period were stable. The Dangerously Overcrowding Level Comparison for January 2014 was 26.3% compared to 6.2% in December 2013. However, this increase is similar to Dangerously Overcrowding levels observed in January 2013 at 33%, January 2012 at 26.3%, and January 2011 at 44%.

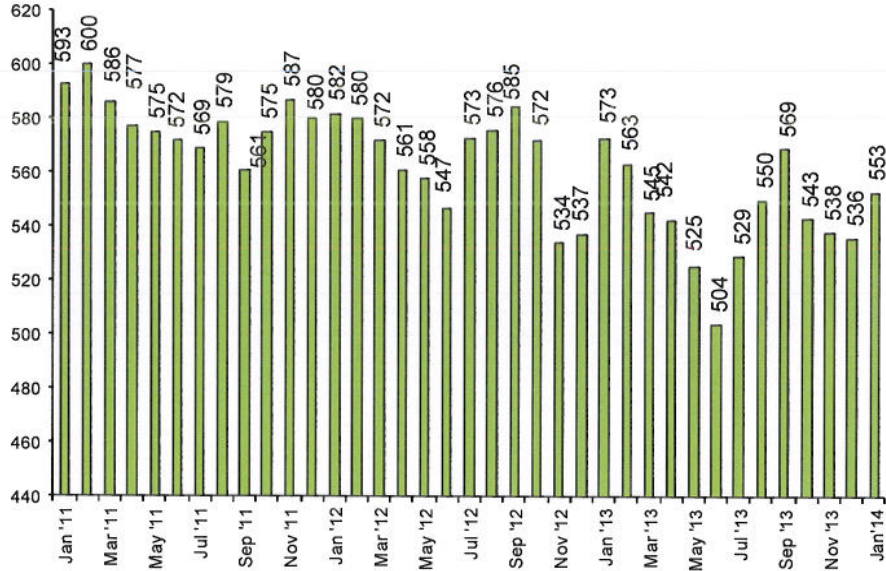
If you have any questions or need additional information, please contact me or Dan Castillo, LAC+USC Chief Executive Officer, at (323) 409-2800.

DC:ab

Attachment

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period: January 2014**

Indicator	Definition	Data	Comments																																																																												
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																																															
1a.  Average Daily Census (ADC)	<p><b>ADC:</b> A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b> Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p><b>Source of Data:</b> Affinity</p>	<p style="text-align: center;"><b>ADC</b></p>  <table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Jan '11</td><td>593</td></tr><tr><td>Feb '11</td><td>600</td></tr><tr><td>Mar '11</td><td>586</td></tr><tr><td>Apr '11</td><td>577</td></tr><tr><td>May '11</td><td>575</td></tr><tr><td>Jun '11</td><td>572</td></tr><tr><td>Jul '11</td><td>569</td></tr><tr><td>Aug '11</td><td>579</td></tr><tr><td>Sep '11</td><td>561</td></tr><tr><td>Oct '11</td><td>575</td></tr><tr><td>Nov '11</td><td>587</td></tr><tr><td>Dec '11</td><td>580</td></tr><tr><td>Jan '12</td><td>582</td></tr><tr><td>Feb '12</td><td>580</td></tr><tr><td>Mar '12</td><td>572</td></tr><tr><td>Apr '12</td><td>561</td></tr><tr><td>May '12</td><td>558</td></tr><tr><td>Jun '12</td><td>547</td></tr><tr><td>Jul '12</td><td>573</td></tr><tr><td>Aug '12</td><td>576</td></tr><tr><td>Sep '12</td><td>585</td></tr><tr><td>Oct '12</td><td>572</td></tr><tr><td>Nov '12</td><td>534</td></tr><tr><td>Dec '12</td><td>537</td></tr><tr><td>Jan '13</td><td>573</td></tr><tr><td>Feb '13</td><td>563</td></tr><tr><td>Mar '13</td><td>545</td></tr><tr><td>Apr '13</td><td>542</td></tr><tr><td>May '13</td><td>525</td></tr><tr><td>Jun '13</td><td>504</td></tr><tr><td>Jul '13</td><td>529</td></tr><tr><td>Aug '13</td><td>550</td></tr><tr><td>Sep '13</td><td>569</td></tr><tr><td>Oct '13</td><td>543</td></tr><tr><td>Nov '13</td><td>538</td></tr><tr><td>Dec '13</td><td>536</td></tr><tr><td>Jan '14</td><td>553</td></tr></tbody></table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Jan '11	593	Feb '11	600	Mar '11	586	Apr '11	577	May '11	575	Jun '11	572	Jul '11	569	Aug '11	579	Sep '11	561	Oct '11	575	Nov '11	587	Dec '11	580	Jan '12	582	Feb '12	580	Mar '12	572	Apr '12	561	May '12	558	Jun '12	547	Jul '12	573	Aug '12	576	Sep '12	585	Oct '12	572	Nov '12	534	Dec '12	537	Jan '13	573	Feb '13	563	Mar '13	545	Apr '13	542	May '13	525	Jun '13	504	Jul '13	529	Aug '13	550	Sep '13	569	Oct '13	543	Nov '13	538	Dec '13	536	Jan '14	553	<p>ADC provided as background information.</p> <p>Graphs depict data from January 2011 to present.</p>
Month	ADC																																																																														
Jan '11	593																																																																														
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**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period: January 2014**

**Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics**

**1b.**  
**Occupancy Rate**  
**LAC+USC**  
**Medical**  
**Center**

**Definition:**

A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.

**Calculation:**

The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.

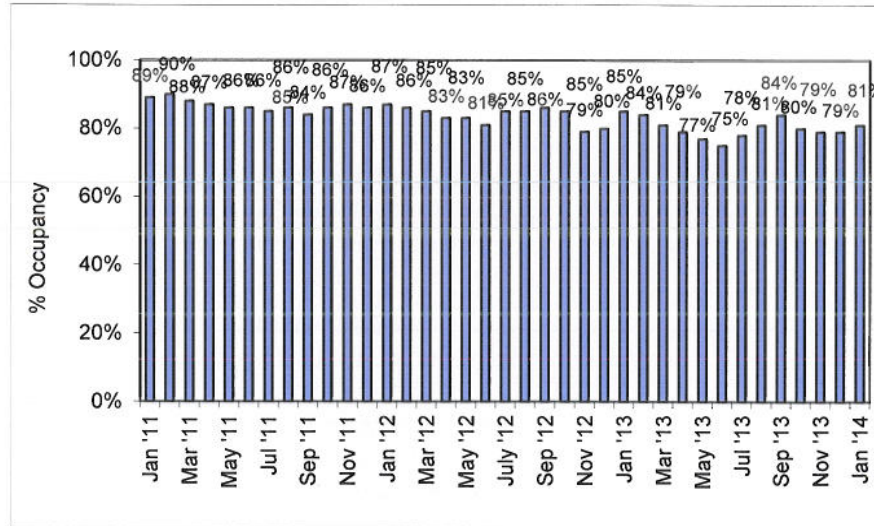
**Source of Data:**

Affinity

**Target:**

95%

Medical Center Licensed Occupancy Rate (excluding Newborns) = **Med**  
**Center Census - Newborns / 600**

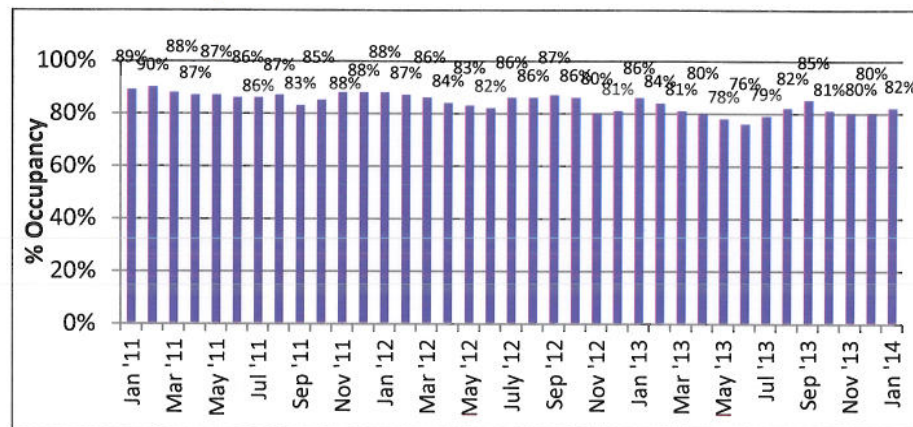


For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.

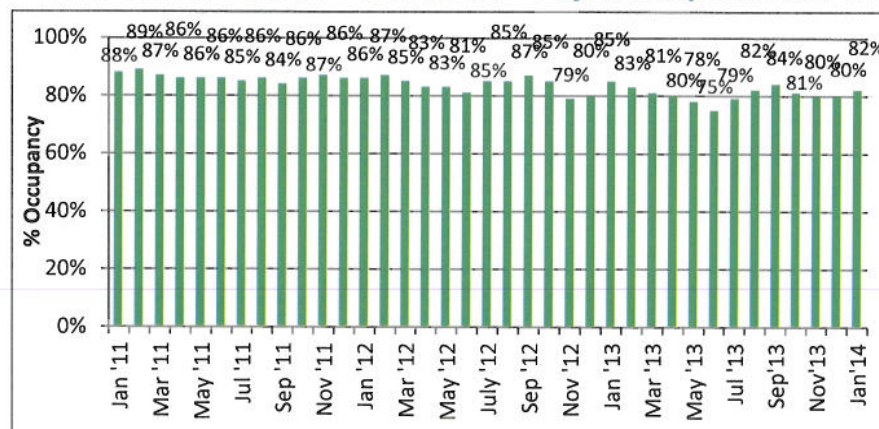


**LAC+USC Medical Center**  
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**Medical Center Licensed Occupancy Rate (including Newborns) Med Center Census / 600**



**Medical Center Budgeted Occupancy**  
**Med Center Census + Newborns + Psych Hosp Census / 676**



Medical Center = New Facility + Psychiatric Hospital

**LAC+USC Medical Center**  
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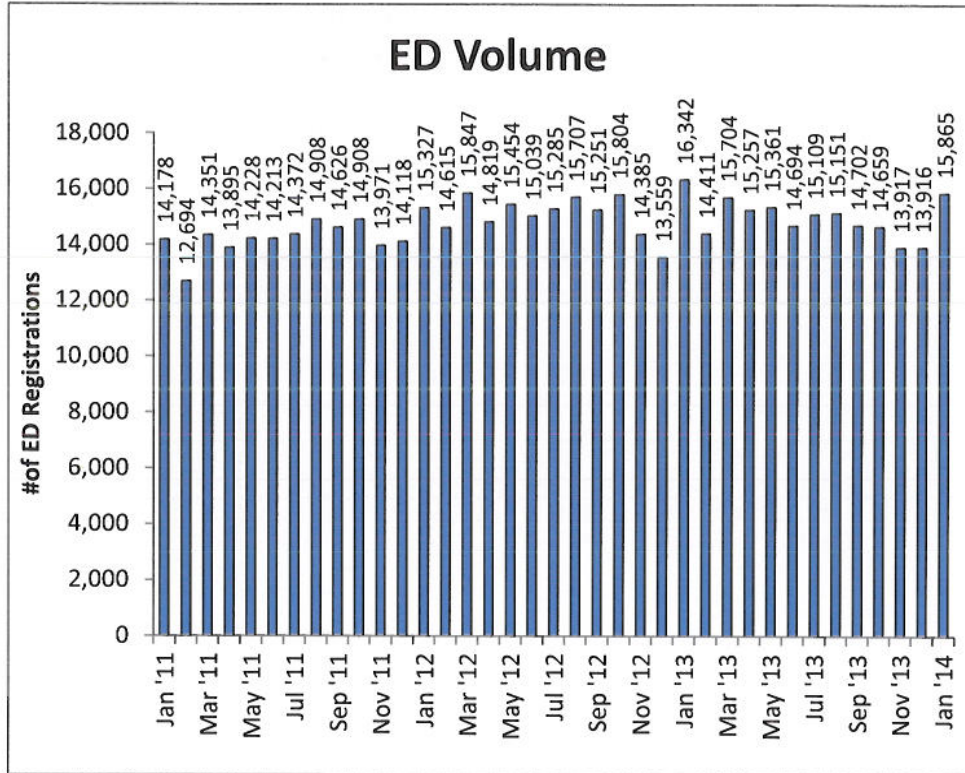
**Indicator #2 - Emergency Department Metrics**

**2a.**  
**ED**  
**Volume**

**ED Volume:**

Measured by total number of Emergency Department patient registrations.

**Source of Data:**  
 Affinity



**LAC+USC Medical Center**  
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**2b.**  
**Median**  
**Emergency**  
**Department**  
**Boarding**  
**Time**  
**(EDBT)**

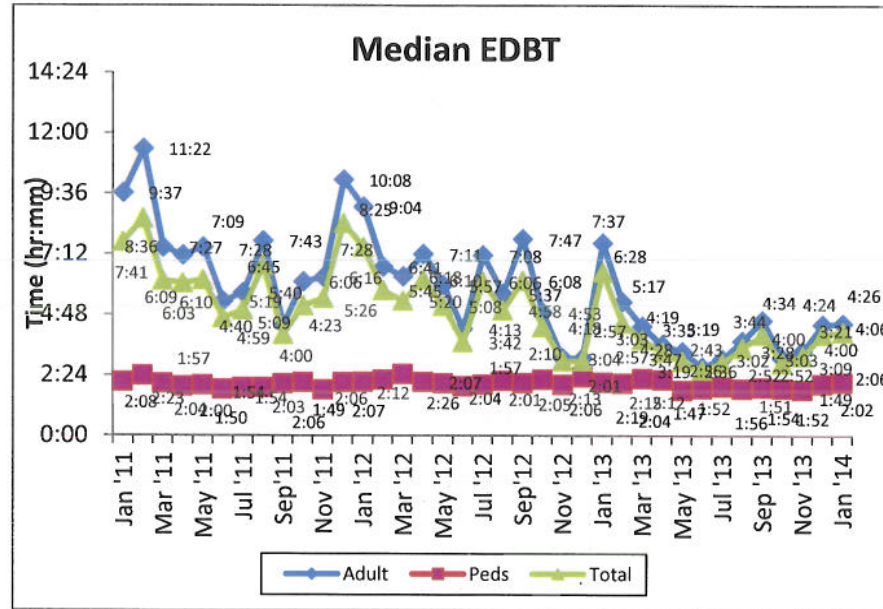
**\*Harris**  
**Rodde**  
**Indicator**

**Boarding Time:**  
 Time from MD Admit  
 time (effective date  
 and time of pre-admit)  
 to time the patient  
 actually leaves the  
 ED en route to  
 assigned bed  
 (effective date and  
 time of the ED  
 disposition).

**Calculation:**  
 The middle value in  
 the set of individual  
 boarding times for the  
 month arranged in  
 increasing order. If  
 there is an even  
 number of values,  
 then the median is the  
 average of the middle  
 two values.

**Source of Data:**  
 Affinity

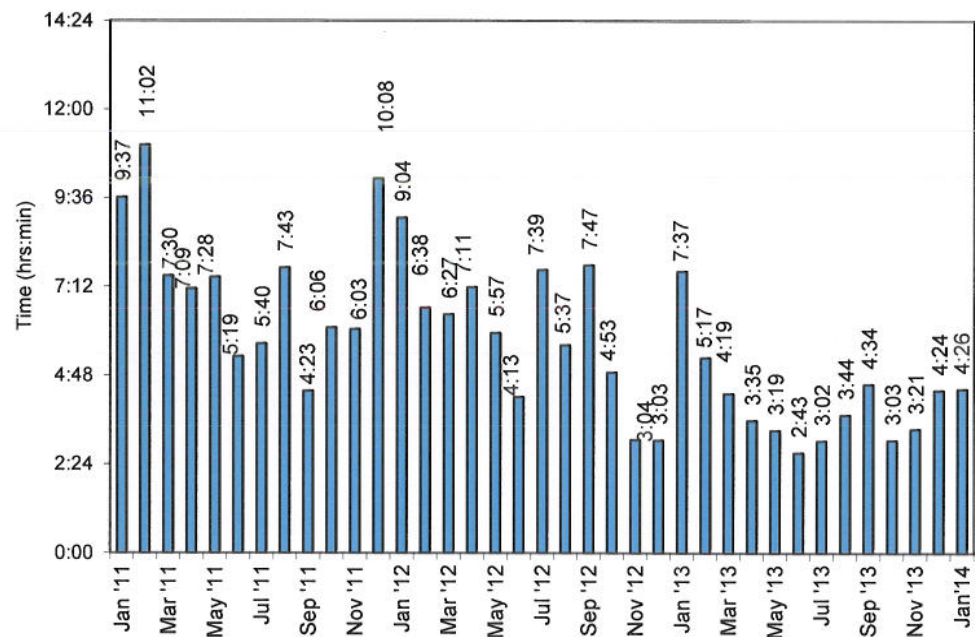
**Target:**  
 Less than 7 hours.



January '14 data is preliminary data

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**Median Boarding Time (Adult)\***



January '14 data is preliminary data



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**Indicator #2 - Emergency Department Metrics**

<p><b>2c.</b></p> <p><b>ED Wait Time</b></p>	<p><b>ED Wait Time:</b>  Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><b>Definition:</b>  Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p><b>Source of Data:</b>  Affinity</p> <p><b>Target:</b>  No target value.  Lower numbers are better.</p>	<p style="text-align: center;"><b>Average ED Wait Time</b></p> <p>The chart displays three data series: Adult (blue line with diamond markers), Peds (red line with square markers), and Total (green line with triangle markers). The Y-axis is labeled 'Time (hrs:mm)' and ranges from 0:00 to 14:24 in increments of 2:24. The X-axis shows months from Jan '11 to Jan '14. Data points are labeled with their respective times. The Adult series shows the highest wait times, peaking at 11:21 in Jan '11 and 11:08 in Jul '13. The Peds series shows the lowest wait times, generally between 3:23 and 4:48. The Total series shows wait times between 7:12 and 10:57.</p> <p><b>Adult Wait Time :</b> *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p><b>Total ED Wait time:</b> *Excludes Psych, Observation Unit, and Jail patients</p> <p>January '14 data is preliminary data</p>	
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**LAC+USC Medical Center**  
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**Indicator #2 - Emergency Department Metrics**

<p><b>2d.</b></p> <p><b>Left Without Being Seen (LWBS)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>LWBS:</b>  The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p><b>Calculation:</b>  The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p><b>Source of Data:</b>  Affinity</p> <p><b>Target:</b>  No target value.  Lower numbers are better.</p>	<p style="text-align: center;"><b>Left Without Being Seen</b></p> <p style="text-align: center;">January '14 data is preliminary data</p>	
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**LAC+USC Medical Center**  
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**Indicator #2 - Emergency Department Metrics**

**2e.  
ED  
Diversion**

**ED Diversion:**

A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.

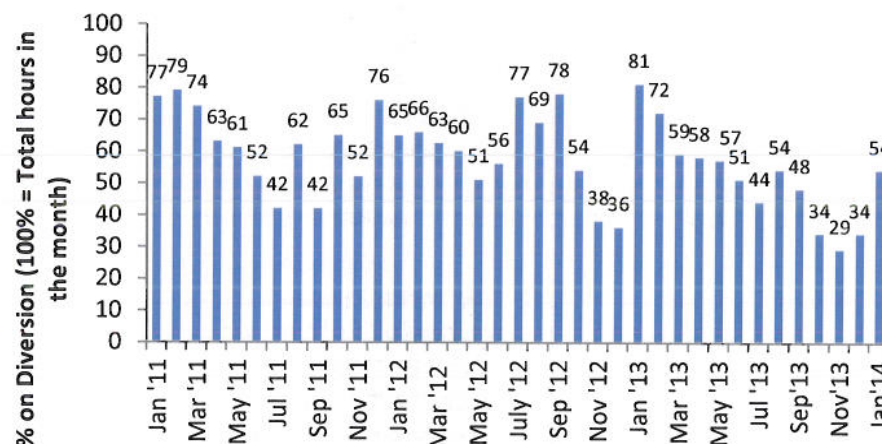
**Calculation:**

The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.

**Source of Data:**

ReddiNet

**Diversion of ALS Units due to ED Saturation**

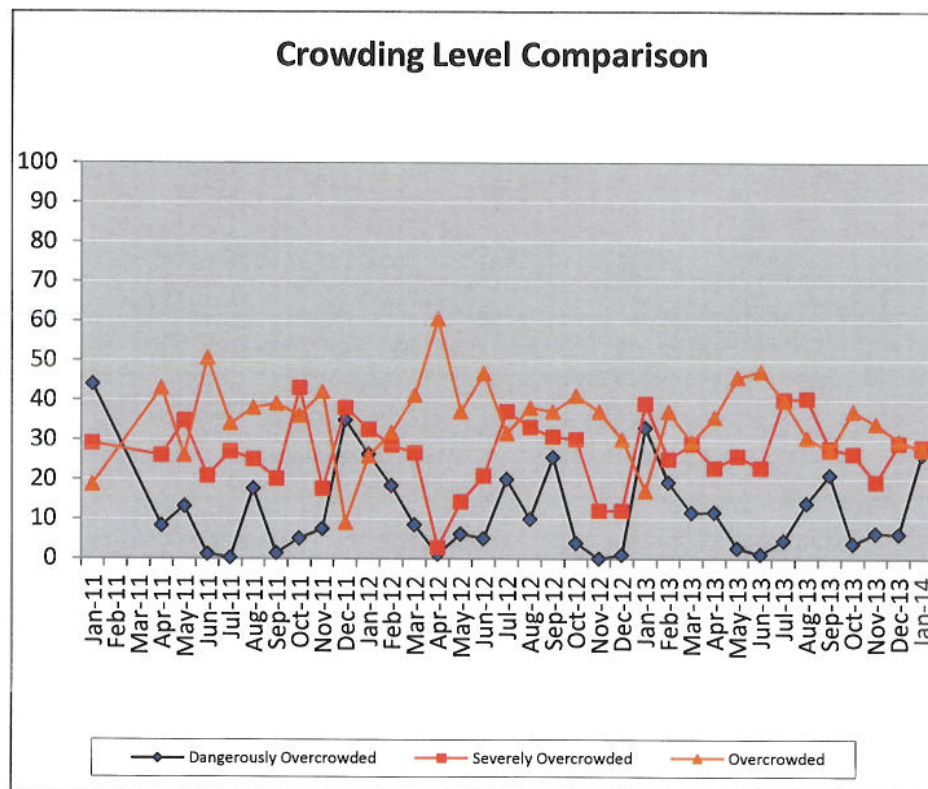


**Key points:**

-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.  
 -- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".

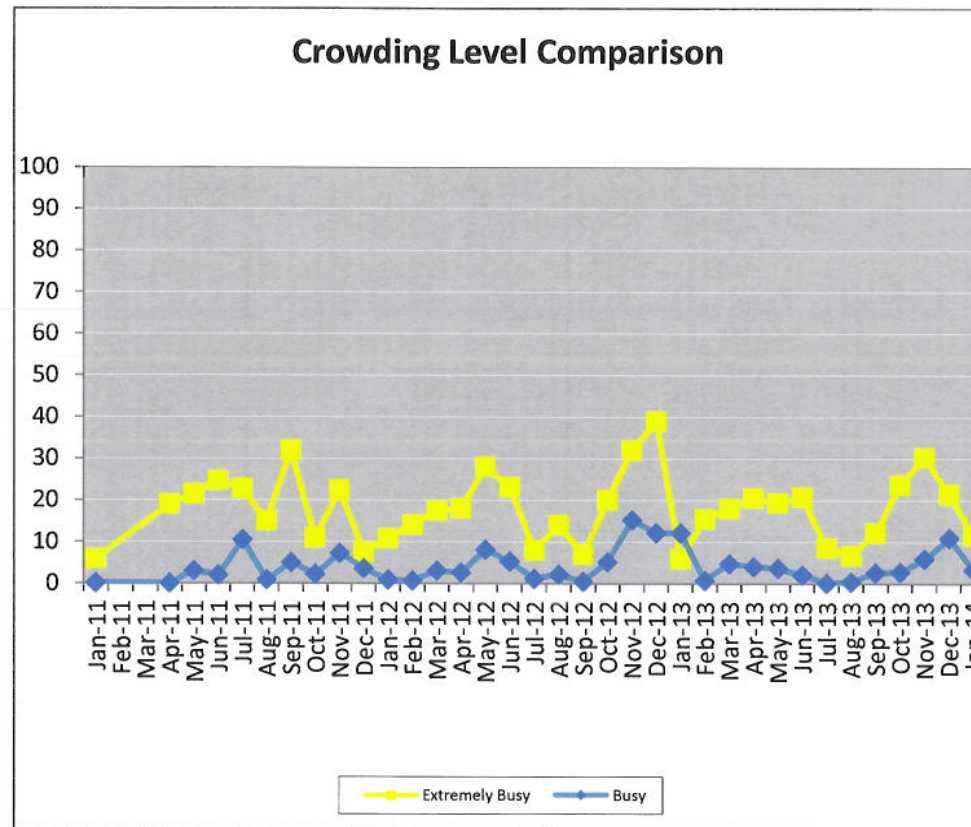
**LAC+USC Medical Center**  
**Operational Monitoring Report**  
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**2f.**  
**Surge**  
**Report**





**LAC+USC Medical Center**  
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**Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos National Rehabilitation Center Metrics**

**3. & 4.  
Rancho  
Los  
Amigos  
National  
Rehab-  
ilitation  
Center  
(RLANRC)  
Transfers**

**Transfers:**

The volume of patients transferred to RLANRC for acute hospitalization from the Emergency Department and from Inpatient Units.

**Data Source:**

Manual record keeping.

Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.

**Month of January '14**

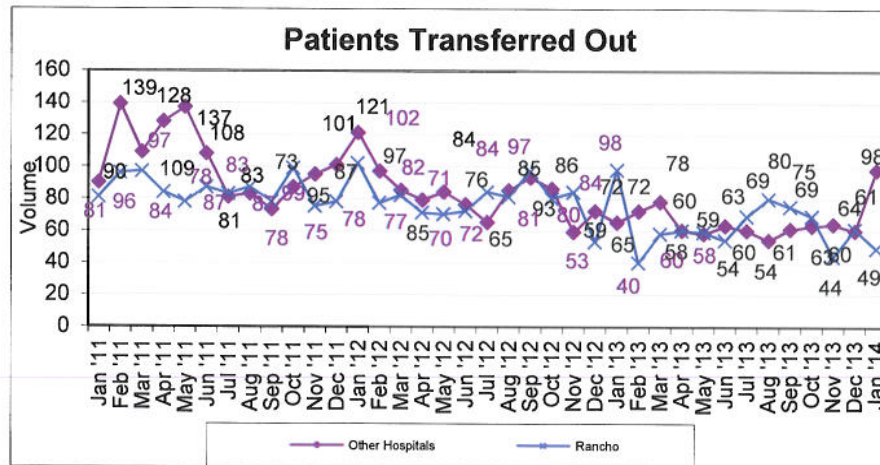
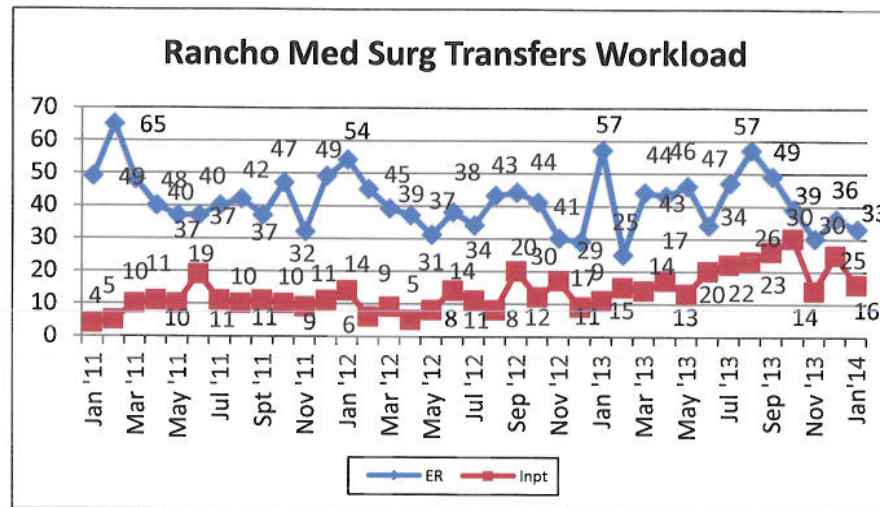
**Referrals from ER:**

	Med/Surg	Acute Stroke	Total
# Met transfer criteria	10	NA	-
# Referred to RLANRC	10	24	34
# Transfers	9	24	33
# Denied	1	NA	-
# Cancelled	0	NA	-
# Patients Refused of Those Cancelled	0	NA	-

**Referrals from Inpatients:**

	Med/Surg	Acute Stroke	Total
# Met transfer criteria	18	NA	-
# Referred to RLANRC	18	1	19
# Transfers	15	1	16
# Denied	1	NA	-
# Cancelled	2	NA	-
# Patients Refused of Those Cancelled	0	NA	-
Other /Pending	0	NA	-

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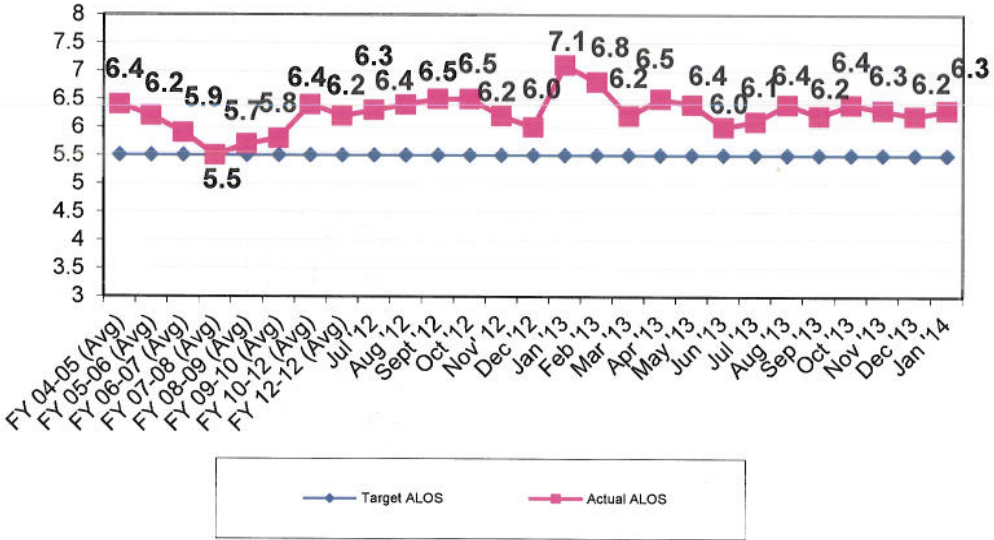


\* Other hospitals = Silver Lake (0), Managed Care Repatriation (98)  
 Data was revised to reflect total # of patients (including stroke patients) referred to Rancho Los Amigos National Rehabilitation Center



**LAC+USC Medical Center**  
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**Indicator #5 – Harris Rodde Indicators**

<div>5.</div> <div>Average Length of Stay (ALOS)</div> <div>*Harris Rodde Indicator</div>	<div><div>LOS:</div><div>The difference between discharge date and the admission date or 1 if the 2 dates are the same.</div><div>Total LOS:</div><div>Calculation:</div><div>ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</div><div>Source of Data:</div><div>Affinity</div><div>Target: &lt;5.5 days</div></div>	<div><div>Average Length of Stay</div><div><table><caption>Actual ALOS Data (from graph)</caption><thead><tr><th>Period</th><th>Actual ALOS</th></tr></thead><tbody><tr><td>FY 04-05 (Avg)</td><td>6.4</td></tr><tr><td>FY 05-06 (Avg)</td><td>6.2</td></tr><tr><td>FY 06-07 (Avg)</td><td>5.9</td></tr><tr><td>FY 07-08 (Avg)</td><td>5.5</td></tr><tr><td>FY 08-09 (Avg)</td><td>5.8</td></tr><tr><td>FY 09-10 (Avg)</td><td>5.5</td></tr><tr><td>FY 10-11 (Avg)</td><td>6.4</td></tr><tr><td>FY 11-12 (Avg)</td><td>6.2</td></tr><tr><td>Jul '12</td><td>6.3</td></tr><tr><td>Aug '12</td><td>6.4</td></tr><tr><td>Sept '12</td><td>6.5</td></tr><tr><td>Oct '12</td><td>6.5</td></tr><tr><td>Nov '12</td><td>6.2</td></tr><tr><td>Dec '12</td><td>6.0</td></tr><tr><td>Jan '13</td><td>7.1</td></tr><tr><td>Feb '13</td><td>6.8</td></tr><tr><td>Mar '13</td><td>6.2</td></tr><tr><td>Apr '13</td><td>6.5</td></tr><tr><td>May '13</td><td>6.4</td></tr><tr><td>Jun '13</td><td>6.0</td></tr><tr><td>Jul '13</td><td>6.1</td></tr><tr><td>Aug '13</td><td>6.4</td></tr><tr><td>Sep '13</td><td>6.2</td></tr><tr><td>Oct '13</td><td>6.4</td></tr><tr><td>Nov '13</td><td>6.3</td></tr><tr><td>Dec '13</td><td>6.2</td></tr><tr><td>Jan '14</td><td>6.3</td></tr></tbody></table><div><div>◆ Target ALOS</div><div>■ Actual ALOS</div></div></div><div><div>*Medical Center (New Facility + Psychiatric Hospital) ALOS - Preliminary data pending Auditor-Controller validation</div></div></div>	Period	Actual ALOS	FY 04-05 (Avg)	6.4	FY 05-06 (Avg)	6.2	FY 06-07 (Avg)	5.9	FY 07-08 (Avg)	5.5	FY 08-09 (Avg)	5.8	FY 09-10 (Avg)	5.5	FY 10-11 (Avg)	6.4	FY 11-12 (Avg)	6.2	Jul '12	6.3	Aug '12	6.4	Sept '12	6.5	Oct '12	6.5	Nov '12	6.2	Dec '12	6.0	Jan '13	7.1	Feb '13	6.8	Mar '13	6.2	Apr '13	6.5	May '13	6.4	Jun '13	6.0	Jul '13	6.1	Aug '13	6.4	Sep '13	6.2	Oct '13	6.4	Nov '13	6.3	Dec '13	6.2	Jan '14	6.3	<div><div>The increasing length of stay observed in January and February 2013 is largely attributed to the discharge of several patients with extended lengths of stay. In January 2014, this includes 6 patients who were discharged with LOS &gt; 100. Without the effect of these 6 patients, ALOS would have been 6.0 rather than 6.3.</div><div><div>*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included.</div></div></div>
Period	Actual ALOS																																																										
FY 04-05 (Avg)	6.4																																																										
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Jan '14	6.3																																																										

**LAC+USC Medical Center**  
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**Indicator #6 – Pediatric Metrics**

<b>6.</b>  <b>Pediatric Bed Census and Occupancy (%)</b>  <b>Pediatric ICU (PICU)</b>  <b>Neonatal ICU (NICU)</b>  <b>Pediatric Unit Adolescent Unit</b>	<b>Census:</b> The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.  <b>Occupancy:</b> The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as a percentage.  <b>Source of Data:</b> Affinity	<b>Date</b>	<b>NICU (40 Beds)</b>	<b>Peds Ward (25 Beds)</b>	<b>PICU (10 Beds)</b>	<b>Med/Surg Adolescent (20 Beds)</b>
		Jan-11	55%	60%	70%	70%
		Feb-11	57%	68%	80%	80%
		Mar-11	57%	60%	70%	75%
		Apr-11	55%	64%	50%	75%
		May-11	57%	56%	50%	80%
		Jun-11	70%	52%	60%	75%
		Jul-11	58%	44%	50%	70%
		Aug-11	58%	44%	40%	75%
		Sep-11	58%	40%	50%	75%
		Oct-11	55%	52%	60%	70%
		Nov-11	62%	60%	70%	75%
		Dec-11	65%	40%	60%	70%
		Jan-12	60%	52%	60%	75%
		Feb-12	55%	56%	60%	70%
		Mar-12	55%	64%	50%	75%
		Apr-12	53%	48%	50%	65%
		May-12	42%	40%	50%	70%
		Jun-12	38%	44%	50%	60%
		Jul-12	45%	48%	60%	80%
		Aug-12	57%	48%	50%	75%
		Sep-12	63%	56%	50%	80%
		Oct-12	58%	64%	60%	70%
		Nov-12	63%	44%	50%	45%
		Dec-12	73%	36%	60%	50%
		Jan-13	63%	48%	70%	70%
		Feb-13	50%	48%	70%	75%
		Mar-13	53%	44%	60%	75%

**LAC+USC Medical Center**  
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Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)
Apr-13	53%	40%	50%	55%
May-13	43%	44%	60%	45%
Jun-13	48%	48%	50%	35%
Jul-13	48%	32%	50%	60%
Aug-13	45%	40%	40%	75%
Sep-13	48%	48%	40%	80%
Oct-13	53%	44%	40%	55%
Nov-13	43%	32%	50%	60%
Dec-13	40%	44%	40%	60%
Jan-14	45%	40%	50%	75%



**LAC+USC Medical Center**  
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**Indicator #7 – Med Surg / ICU / OB/GYN Metrics**

<div>7.</div> <div>Med Surg / ICU Bed Census and Occupancy (%)</div> <div>Medical Surgical Unit (Med Surg)</div> <div>Jail Unit (Jail)</div> <div>ICUs (Excluding Burn ICUs)</div> <div>OB/GYN Unit (Med Surg)</div>	<div>Census:</div> <div>The total number admitted inpatients at 12:00 AM midnight of a designated ward.</div> <div>Occupancy:</div> <div>The total number of admitted inpatients divided by the total number of licensed beds on that unit and reported as a percentage.</div> <div>Source of Data:</div> <div>Affinity</div>	<table><tr><th>Date</th><th>Med Surg (309 beds)</th><th>Jail (24 Beds)</th><th>ICUs (120 Beds)</th><th>Burn* (20 Beds)</th><th>OB/GYN (Med Surg) (32 beds)</th></tr><tr><td>Nov-12</td><td>87%</td><td>83%</td><td>83.5 %</td><td>51%</td><td>87%</td></tr><tr><td>Dec-12</td><td>88%</td><td>71%</td><td>83%</td><td>44%</td><td>83%</td></tr><tr><td>Jan-13</td><td>95%</td><td>73%</td><td>85%</td><td>55%</td><td>98%</td></tr><tr><td>Feb-13</td><td>93%</td><td>59%</td><td>87%</td><td>61%</td><td>95%</td></tr><tr><td>Mar-13</td><td>91%</td><td>62%</td><td>82%</td><td>47%</td><td>93%</td></tr><tr><td>Apr-13</td><td>88%</td><td>82%</td><td>85%</td><td>57%</td><td>99%</td></tr><tr><td>May-13</td><td>88%</td><td>66%</td><td>82%</td><td>57%</td><td>90%</td></tr><tr><td>Jun-13</td><td>82%</td><td>71%</td><td>80%</td><td>60%</td><td>81%</td></tr><tr><td>Jul-13</td><td>88%</td><td>79%</td><td>82%</td><td>42%</td><td>88%</td></tr><tr><td>Aug-13</td><td>93%</td><td>79%</td><td>83%</td><td>44%</td><td>91%</td></tr><tr><td>Sep-13</td><td>95%</td><td>83%</td><td>83%</td><td>50%</td><td>100%</td></tr><tr><td>Oct-13</td><td>91%</td><td>72%</td><td>78%</td><td>59%</td><td>95%</td></tr><tr><td>Nov-13</td><td>91%</td><td>66%</td><td>82%</td><td>67%</td><td>83%</td></tr><tr><td>Dec-13</td><td>90%</td><td>73%</td><td>80%</td><td>60%</td><td>83%</td></tr><tr><td>Jan-14</td><td>92%</td><td>72%</td><td>86%</td><td>45%</td><td>93%</td></tr></table>	Date	Med Surg (309 beds)	Jail (24 Beds)	ICUs (120 Beds)	Burn* (20 Beds)	OB/GYN (Med Surg) (32 beds)	Nov-12	87%	83%	83.5 %	51%	87%	Dec-12	88%	71%	83%	44%	83%	Jan-13	95%	73%	85%	55%	98%	Feb-13	93%	59%	87%	61%	95%	Mar-13	91%	62%	82%	47%	93%	Apr-13	88%	82%	85%	57%	99%	May-13	88%	66%	82%	57%	90%	Jun-13	82%	71%	80%	60%	81%	Jul-13	88%	79%	82%	42%	88%	Aug-13	93%	79%	83%	44%	91%	Sep-13	95%	83%	83%	50%	100%	Oct-13	91%	72%	78%	59%	95%	Nov-13	91%	66%	82%	67%	83%	Dec-13	90%	73%	80%	60%	83%	Jan-14	92%	72%	86%	45%	93%
	Date	Med Surg (309 beds)	Jail (24 Beds)	ICUs (120 Beds)	Burn* (20 Beds)	OB/GYN (Med Surg) (32 beds)																																																																																												
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